

**TOWN OF DAVIE**  
**GOAL SETTING SESSION**  
**APRIL 2, 2004**

The meeting was called to order at 9:31 a.m. Present were Mayor Truex, Vice-Mayor Paul, Councilmembers Crowley, Hubert (departed at 12:34 p.m.) and Starkey. Also present were Town Administrator Willi, Town Attorney Kiar, and Town Clerk Muniz recording the meeting.

Mr. Willi spoke of the importance of the session and advised that any goals established would trickle into each department's strategic plans. He outlined the meeting's objectives, which included: designing a mission statement; performing a SWOT analysis, and refining the Town's goals and objectives for future adoption.

**Mission Statement.** Mr. Willi felt the Town's mission statement was too wordy and asked Council and staff for input in designing a Mission Statement. Councilmember Crowley asked where the Mission Statement would be publicized. Mr. Willi indicated the web site, all the Town's publications, and other places.

Councilmember Starkey wanted quality of life and preservation issues to be included. Councilmember Crowley wanted preservation and protection of the environment to be included. Vice-Mayor Paul wanted to see family oriented language included. Councilmember Hubert wanted to state that Davie took care of its own. Information Systems Supervisor Richard Boyhan wanted universities and education included. Human Resources Management Director Mark Alan spoke of the innovative and creative decision making aspects of the Town. Councilmember Starkey wanted to get back to the Town's customer friendly feel. Police Chief John George wanted the hometown feel to be reflected. Mr. Boyhan suggested including the equestrian friendly character. Programs Administrator Chris Kovanes wanted to reflect that the Town retained and attracted business. Mr. Willi spoke of Davie's special unique characteristics. Mr. Alan suggested stating that Davie welcomed the right kinds of businesses. Vice-Mayor Paul spoke of the Town as being a jewel within the county. Mr. Willi stated that the Town had core attributes that needed to be focused on. Councilmember Crowley suggested including preservation of open space. Vice-Mayor Paul suggested looking at the diversity within the staff and the community's demographics.

Development Services Director Mark Kutney stated that it was difficult to have a succinct statement. He suggested language stating, "A Town that provides a country living environment while providing first class urban services and opportunities." Chief George felt the Town's unique partnerships among the rural and corporate entities were key. Planning Supervisor Fernando Leiva spoke of the Town's economic vitality and first class infrastructure and quality services and facilities. Councilmember Starkey suggested "planning today for a better tomorrow," as she felt that was what the Town always did.

Mr. Willi spoke of the Town's long and short range planning. Vice-Mayor Paul stated that the Town offered something for everyone. Councilmember Hubert stated that basically, the Town was user friendly. Mr. Kiar spoke of the Town's uniqueness with open space.

Mayor Truex recessed the meeting at 9:55 a.m. and the meeting reconvened at 10:14 a.m.

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Discussion continued on language for the Town's mission statement. Housing and Community Development Director Shirley Taylor-Prakelt offered the following: "The Town's mission is to serve as the catalyst for educational opportunities, economic vitality, family friendly living and quality service and amenities for its residents, while maintaining a unique, rural atmosphere." Vice-Mayor Paul requested to change "atmosphere" to "lifestyle" to reflect the Town's rural and equestrian lifestyle.

Public Works/Capital Projects Director Bruce Bernard suggested language stating, "A Town that strives to incorporate its urban and rural family oriented lifestyles while preserving environmental values and enhanced educational opportunities."

Councilmember Starkey suggested submitting different statements to administration for staff to participate and vote on. Mr. Willi stated that the Town needed to gain consensus and direction.

Vice-Mayor Paul provided the statement: "Davie, a family oriented and diverse community that retains its hometown feeling, offers customer friendly services to its residents and is a unique jewel in central Broward County, that treasures its environment, rural and equestrian lifestyle, while attracting, encouraging and retaining viable economic and educational opportunities."

Mr. Willi read various examples of mission statements for general review. He agreed with the suggestion to merge three of the strongest examples, and advised that a resolution would be prepared for Council's review.

**SWOT Analysis.** Mr. Willi indicated the next step of the workshop involved performing a SWOT analysis to gain perspective of the environment in which the Town operated, and to help staff develop strategies to overcome different variables. The SWOT analysis revealed the following:

Strengths: staff, maintenance of taxes, preservation of open space, the Town's flexible learning approach, and the Town's positive organizational focus.

Weaknesses: inflexible hierarchy, infrastructure, budget constraints, resistance to change, citizen outreach and internal communication.

Opportunities: community support, preservation, service demands, grant opportunities, educating of residents, and citizen outreach.

Threats: maintaining taxes, resistance to increased taxes, competitive hiring, privatization, lack of economic growth, and a prevailing attitude of NIMBY-ism.

Mr. Willi reviewed the Town's 2003-2004 fiscal goals. Mr. Kutney provided an update of ways in which staff was working toward accomplishing established goals. He provided a brief overview of EAR workshops and indicated that the first meeting in May would bring about legislation.

Mr. Willi reviewed the Town's 2003-2004 public safety goals. Mr. Alan advised that staff had analyzed the applicant flow selection process and had made adaptations to maximize

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efficiency in the application process. He stated that medical evaluators and psychologists were being used to analyze applicants and advised that some aspects of background check procedures had been computerized.

Mr. Willi reviewed the Town's efficiency goals. He advised that the Employee Manual had been revised. He stated that Human Resources had spent considerable time ensuring that the budget was in alignment with the Town's tracking system.

**Fire Assessment.** Mr. Willi introduced the topic of incorporating the fire rescue assessment into the millage rate and distributed a handout. Assistant Town Administrator Ken Cohen explained the assessments indicated on the handouts and described the impact on businesses. He pointed out that going from the assessment rate to the millage rate would result in a savings of \$611,000. Mr. Cohen indicated that smaller businesses would be hurt, while larger businesses would benefit.

Mayor Truex asked if the \$611,000 was made up by residents. Mr. Cohen indicated in the affirmative and stated that the millage rate increase required to raise \$2.7 million was .61 mills. He advised that the \$611,000 transferred to residential properties. Mayor Truex stated the burden was shifted to residential. Mayor Truex asked if mobile home residents paid the assessment. Mr. Cohen indicated that this depended on their leases. He indicated that the individual residents were not taxed by the Town.

Councilmember Crowley asked about an earlier proposition for charging a higher assessment. Mr. Cohen indicated that \$74 was the amount requested.

Vice-Mayor Paul asked if there was any way to do an analysis on a small business. Mr. Cohen advised that this depended on whether it was based on taxable value, and based on square footage.

Cindy Osbourne, a Davie business owner, understood the dilemma and felt the EMS fee was a terrible burden on the backs of small businesses. She stated that industrial businesses paid a different amount than retail businesses based on square footage. Ms. Osbourne did not believe the answer was higher fees and felt another formula needed to be found, to avoid losing the small business community. Mr. Cohen agreed with Ms. Osbourne on some points; however, he advised that monthly taxes and Davie's fees were the lowest in Broward County; therefore, he did not feel the Town was generating its fees on the backs of small businesses. He suggested that a workshop on assisting small businesses be considered and he did not believe the method being discussed was appropriate. Mr. Willi recommended addressing this issue under a different forum on assisting small businesses and discussing CRA subsidies. Councilmember Crowley felt the door should still be left open for future discussion. Councilmember Starkey felt that the Town's mission should remain the focus. Councilmember Hubert asked if the fee could be split across the board evenly. Mr. Cohen responded in the negative and explained that the methodology included businesses, which meant not everyone would agree. He stated that with one person challenging, a justification would be needed.

Mayor Truex asked if the final decision was to continue with the fee. Mr. Willi replied in the affirmative and stated that if a higher fee were anticipated, it would be brought to Council early in the process.

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**Records Management.** Mr. Willi spoke of Councilmember Starkey's recommendation to centralize records management within the Town. He advised that staff had some ideas and concerns in this area and stated that responsibilities spread throughout the Town would need to be addressed.

Town Clerk Muniz stated that this suggestion had good attributes but some limitations, as the Town did not have people with the same experience because of different requirements for different types of record keeping. He also cited a fiscal concern in terms of adding an entire layer of staff.

Mr. Willi discussed the different departments' record keeping over the years. He indicated that the Town was trying to get much of the records requiring long retention scanned for easy access on a daily basis. Councilmember Starkey explained the reasoning for her recommendation and suggested that, with the exception of the Police Department, more ways to improve and streamline paperwork should be explored.

Mr. Willi indicated that improvements in records management were only just beginning. He stated that staff was trying to make the process of accessing records seamless and easy for the public. Mr. Willi advised that part of the process involved educating staff and the public on how to use records. He also agreed that the Police Department record keeping process should be left alone. Town Clerk Muniz stated the goal of records management was to try to be more responsive to the public, Council and staff.

Vice-Mayor Paul stated the new website was phenomenal and indicated she had received good feedback from the community. Councilmember Starkey wanted the upcoming budget to include funding channeled into records management. Mr. Kutney felt that using centralized records could slow down the process in the area of customer service.

**Stormwater Assessment.** Mr. Willi stated that the stormwater assessment fee was included in this year's operating budget. Mr. Cohen stated that the billing fee was the most important aspect and indicated that the Town would be utilizing the County's Property Appraiser's Office. Councilmember Hubert asked if it was too late use the Property Appraiser's Office for this year. Mr. Cohen responded in the affirmative and advised that a considerate amount of effort was needed to provide the bill this year. He stated that keeping private property dry was not the issue, but keeping public property dry was.

Vice-Mayor Paul stated that finding creative ways to raise money was becoming more difficult. She advised that everyone was thankful for phases of drainage improvements which had been completed, but pointed out that flooding remained a vital concern. Vice-Mayor Paul indicated that residents she had spoken to had not objected to a small fee to ensure public safety in this area. Councilmember Crowley asked if the only time catch basins were cleaned was when a complaint was made. Mr. Cohen replied affirmatively, as there was not a regular maintenance routine. Councilmember Crowley felt this jeopardized funding and agreed with Vice-Mayor Paul that this was a serious public safety concern during the rainy season. Mr. Willi indicated that this issue would be addressed in future budget meetings.

Mr. Kovanes indicated that in the event of an emergency, every dollar would be reimbursed by FEMA. However, it would be difficult to obtain reimbursement if sufficient

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documentation could not prove the Town had been proactive in providing infrastructure to prevent such emergencies. Town Engineer Larry Peters added that the Town would also be in violation of FDPED for not maintaining catch basins. Mr. Bernard indicated that the Town could not get grants without providing maintenance. Councilmember Crowley suggested that the Town stop trying to sell the assessment due to lack of support and include this in the budget. Mayor Truex requested further options.

**Council's 2004 Goals.** Councilmember Hubert indicated that her goals for the Town included: providing true affordable housing; providing children's services other than sports and including health care; providing more services for the elderly and providing assistance with a food bank program she had initiated.

Mayor Truex recessed the meeting at 12:34 p.m. and the meeting was reconvened at 1:10 p.m.

Mr. Willi indicated that after Council submitted individual goals, resolutions would be brought back before Council at a future time.

Vice-Mayor Paul indicated that her goals for the Town were: to add more public officers to adjust for the increase in population; to explore funding for more School Resource Officers; to work with the School Board on the school nurse program; to explore using noise abatement products for resurfacing of roads; to explore grant opportunities to fund purchasing ADA park approved equipment; to review policy on the site plan process with the Central Broward Drainage District to continue to identify areas for open space and parks; to explore grant opportunities for incorporating a pool at Falcon's Lea Park; to look into sound walls at I-75; to add a divider for Pine Island Gym to incorporate a permanent theater; to address Pine Island Ridge annexation; to address strengths and weaknesses in the audit and budget process; looking into obtaining funding from university for a "gown to Town tax" to assist not-for-profit schools, and to continue the preservation policy for open space.

Councilmember Starkey indicated that her goals for the Town were: to continue open space acquisitions; to continue pursuing grant funding for Sunny Lake as a priority; to have a design team created for the Math Igler Grove and Van Kirk parcels; to continue to network the eastside areas; to provide more adequate staffing for public safety; to consider using a piece of heavy equipment for highway emergency response, which could be obtained through a grant from the Florida Department of Transportation; to continue community response team training; to incorporate mixed use concepts in the CRA community goals; to improve parks used mostly by residents; to provide affordable parks programs and sports teams for residents and children first, and to address the airport expansion issue and dedicate resources.

Councilmember Crowley indicated that his goals for the Town were: to expand Town Hall; to provide more affordable housing; to maintain public safety levels; to move forward on annexation of Pine Island Ridge and United Ranches; to make improvements in auditing procedures by having interviews done by Council; to provide stronger code enforcement; to address airport expansion, and to limit Council meeting times.

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Mayor Truex indicated that his goals for the Town were: to improve public safety; to explore alternatives to protect residential areas from commercial traffic; to address annexation of Broadview Park and Pine Island Ridge.

Mr. Willi advised that Council needed to redirect the Town Attorney's office to complete the interlocal agreement being drafted for the annexation. Councilmember Starkey stated that the fiscal analysis of the impact of annexation on the Town's services needed to be better understood. Mr. Willi indicated the analysis also included Broadview and United Ranches.

Mayor Truex advised that he wanted the Town to look at locations for commercial development. In addition, he did not want any new taxes and wanted to provide affordable housing without increasing density.

Mr. Willi indicated that he would take each Councilmember's goals and develop a policy statement for Council. He advised that the Town was in a good position for the Stirling Award and Malcolm Baldrige Award, probably in 2007. Mr. Alan indicated that he had been an examiner for the Stirling Award for the last two years. He indicated the Town needed to clean up its "messy desk", before applying.

Vice-Mayor Paul indicated that she wanted the middle school site to be addressed, wanted more Code enforcement on weekends, and more maintenance and proper use of the trail system.

There being no further business to discuss and no objections, the meeting was adjourned at 1:54 p.m.

Approved\_\_\_\_\_

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Mayor/Councilmember

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Town Clerk